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Document No. 2
NO CHANGE in Class. ☒
☐ DECLASSIFIED
Class. CHANGED TO: TS S C
DDA Memo, 4 Apr 77
Auth: DDA REG. 77/1763
Date: 130278 By:

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OFFICIAL REPORT
on the
ELEVENTH AGENCY ORIENTATION COURSE

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OFFICIAL REPORT

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ELEVENTH AGENCY ORIENTATION COURSE

I. INTRODUCTION

25X1 The Eleventh Central Intelligence Agency Orientation Course was conducted by the Office of Training in the U. S. Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday, and Friday, August 4, 5, 6, and 7, 1953. This was the seventh Agency Orientation Course conducted under Regulation directing that such programs be held once every three months.

II. FORMAT OF PROGRAM

1. Subject Matter

The functional breakdown into:

- a. What we are (BACKGROUND),
- b. Our basic and broad responsibilities (SUPPORT AND COORDINATION),
- c. What we do in more definite areas of responsibility (THE PRODUCTION FUNCTION), and
- d. The intelligence patterns of other nations plus the program climax (CIA IN TODAY'S WORLD),

has proved logical and adequate for this type of training program. The substantive content, when presented in this manner, contains sufficient flexibility for change without altering the basic aims that we set out to achieve.

2. Panel Discussions

During this course we had more panel discussions than during any previous program.

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3. Policy Personality

Following the suggestion of the Director of Training we again presented our outstanding policy official on the first day of the program instead of on the last day.

4. Attendance Control

The color control system initiated in the Tenth Course, depending upon a distinctively colored card for each day, was continued.

5. Visual Aids

Some new visual aids were developed for this Course: one to fulfill the requirements on COORDINATION OF INTELLIGENCE and another for Mr. [] on the SOVIET INTELLIGENCE SYSTEM. Some of the other visual aids were adjusted to develop more clarity.

6. Particular Differences from the Tenth Orientation Course

Subjects

a. COORDINATION OF INTELLIGENCE was discussed from a functional, procedural point of view rather than as handled in the Ninth Course on an organizational basis.

b. The CURRENT INTELLIGENCE presentation was conducted as a panel discussion.

c. As a formal part of the program, each panel discussion was introduced by the Assistant Director of the office concerned or his designee presenting brief opening remarks to provide a basis for the panel discussion to follow.

d. The OVERT COLLECTION was approached differently by Mr. Fisher Howe of the Department of State who stressed the importance of recognizing that this important function of collection is wedged with many other responsibilities of the Foreign Service officers. Mr. Scammon's approach to this subject was to explain the ingredients of good collection and the traits of good collectors showing, at the same time, the pitfalls to avoid.

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III. EVALUATION

1. General Comment

a. Again through the efforts of Mr. [] and the cooperation of many offices in the Agency which contributed helpers, we were able to present a smooth performance where each person was well indoctrinated on his or her assignments. We were glad to be able to make this kind of report in view of the fact that none of our volunteers on this occasion had previous experience with this kind of program and, therefore, had to be schooled in every detail and with much repetition to achieve the results. The whole tenor of their reaction underscores the observation we have made previously that even though we were reluctant to ask for this kind of help from the offices, we now find no reluctance to render this assistance, and those who work with us go back to their regular assignments with a realistic conception of some of the tasks confronting us in the Office of Training.

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b. I rate the Eleventh Course as about equal to the Tenth in total rating--where we acquired strength by overcoming the weaknesses of the last course, we also had certain parts of the Eleventh which were not quite as good as similar presentations in the Tenth.

c. We reemphasize that our greatest recompense comes from the voluntary observations of old timers in the intelligence field, both from within the Agency and from the IAC Agencies. This time we received a reaction from one of our visitors of his pleasure in having the opportunity to attend and his personal conclusion that this kind of training program was not only most appropriate for an agency in the national intelligence field but that this is the only agency in Washington where such a program could be conducted. He said that his observations were motivated by the broad responsibility which our Director has for the strength of the total intelligence support throughout the Federal Government. We have been pleased also to acknowledge that even with crowded allotments, persons who attended previous courses have called and asked permission to "sneak in" for particular parts of the program.

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2. First Day (BACKGROUND)

General Comment

The opening day was weaker than the first days of several previous courses.

a. OPENING REMARKS BY THE DIRECTOR OF TRAINING

The curtain-raiser by the Director of Training again proved most appropriate. Though he impresses people by his sincerity and his enthusiasm for the work, we hope that he will utilize this time to fuller advantage during the next course so as to express a little bit more of his interpretation of the place of training in intelligence. Especially because of impending organizational cuts brought about by economy, this opportunity should be most timely wherein quality of performance brought about by training will have to suffice for lack of quantity of persons.

b. INTRODUCTORY MESSAGE

Those of us who have known General Cabell are aware of his dislike for platform work; however, his recognition of the personal element wins immediate receptivity by everyone in the audience. He performed with a little more ease on this occasion than during his last appearance. We will always want to have General Cabell not only because of his position in the orbit of Central Intelligence but because of his stature in the intelligence community.

c. SPECIAL PRESENTATION

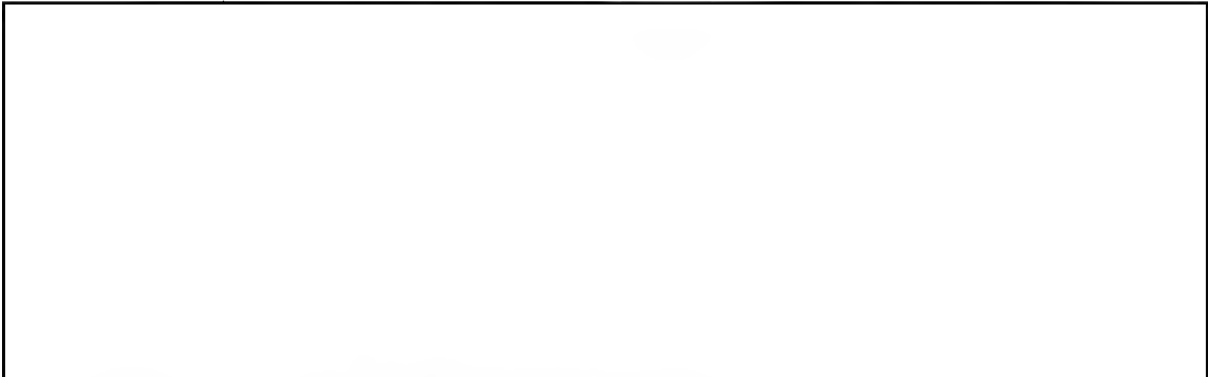


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d. CIA - OUR CHALLENGE AND OUR CHARTER

It is obvious that this part of the program rests within the evaluation of others. On this occasion the Director of Training issued a friendly challenge to the Chief of the Orientation and Briefing Division to "wake up" the audience which had just received the drowsy pill [redacted].

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e. BRIEFING OF "CIA SECURITY OFFICERS"

Colonel Sheffield Edwards maintained the standard of his first effort. His simplicity, his manliness and his sincerity make the Security presentation a part of the course that recognizes this function as a realistic challenge for each one of us.

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3. Second Day (SUPPORT AND COORDINATION)

General Comment

Though the program of this day went off smoothly, it was probably a little bit beneath the standard of the Tenth Course.

a. ADMINISTRATIVE SUPPORT

Colonel White, in his capacity as Acting Deputy Director/Administration, continued to better his presentation. Though he has always been good, I believe we must rate this as his best to date. Instead of a multitude of detail about all of the offices under the DD/A, he chose specific examples which he felt were most appropriate to present his story. This added strength to his performance and gave more opportunity for questions and answers.

b. OVERT COLLECTION

Mr. Howe has been with us on several previous occasions. His performance this time was his best because he had prepared his material before coming, and he delivered it with a spark of enthusiasm without which his performance might have been mediocre. However, Mr. Howe at his best does not meet the level of excellency which we have been wont to get from Mr. Scammon.

c. CIA'S COLLECTION

25X1 This part of our program bears re-examination. Though no one is more conscientious in preparing himself and his material than Colonel [] our collection efforts can be done with more depth than the manner in which he gives the story. He displayed a degree of shallowness in expressing his thoughts especially during the question-and-answer period.

d. COORDINATION OF INTELLIGENCE

Sherman Kent gave a good academic performance, but like many efforts in the intellectual field, his product created a foggy reaction. The substance, as he developed it, did not have much audience appeal, and he was conspicuously lacking in his use of examples. His method of covering the problem of coordination is not as successful as that used by Mr. Amory during the last course.

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4. Third Day (THE PRODUCTION FUNCTION)

General Comment

This was probably the best balanced day of the four especially because we achieved a degree of success in plugging the weakness on the CURRENT INTELLIGENCE part which was conspicuous during previous programs.

a. ECONOMIC INTELLIGENCE PANEL

We are happy that we continue to work closely with Mr. Guthe in the evolution of his ECONOMIC AND GEOGRAPHIC INTELLIGENCE PANEL. Instead of ditching him for his very poor performance during the Tenth Course, we worked closely with him and his people in preparation for this particular part of the program. This format is now satisfactory and is a good basis for future improvement which will come by attempting to get better performance from OPR. As an example of this, we note that Mr. [] Chief, Geographic Research Area, was very weak.

b. CURRENT INTELLIGENCE PANEL

Even though it was their first formal appearance on our program, I rate this panel as the strongest of the three in manpower and make-up. Conspicuously the weakest was Mr. [] but the lively presentations of Messrs. Dubberstein and [] overshadowed this shortcoming and made the total performance most satisfactory. We, of course, regret that Mr. Sheldon was unable to be with us that morning.

c. SCIENTIFIC INTELLIGENCE PANEL

Even though the printed program showed ten minutes for Mr. [] on Introductory Remarks, he consumed almost twice that amount of time, throwing an additional burden upon the panel members to try and cover a great deal in a short space of time. As a panel participant, [] was fine. The outstanding performer, however, is our friend, [] better known as "Zeke," the Acting Chief of the Estimates Branch, Intelligence Production Staff, OSI.

d. NATIONAL INTELLIGENCE ESTIMATES

Though he does not put on the [] show, Abbot Smith has a uniqueness which wins him audience support. He can make himself understood easily and has an ability to say very much in a short space of time. Coming from the Board of National Estimates he has an air of authoritative certitude which is most welcome.

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5. Fourth Day (CIA IN TODAY'S WORLD)

General Comment

The program of this day was about equal in stature to that of the last course.

a. [REDACTED]

The efforts of [REDACTED] on this occasion were not as good as what we heard the last time. One of the problems of some of our performers is that they rest on the oars of previous success and do not give specific or adequate preparation when they are chosen to cover the same subject at later courses. [REDACTED] introduction on this occasion was too long and left little time for him to present his subject with a degree of thoroughness which this topic should possess.

b. THE SOVIET INTELLIGENCE SYSTEM

[REDACTED] coverage of this subject was clouded in too much Soviet terminology. Furthermore, the material as divided between history and current presented too much of past history. Because of his desire to do this job and to do it well, and knowing how many hours he spent with us listening to himself and to [REDACTED] on the tape recorder, we know that this can and will be one of the strongest parts of future courses. [REDACTED] himself, was the first to acknowledge that even the visual aid had too much wordage and must be altered before future usage.

c. INTELLIGENCE IN ACTION

As on all previous occasions, our Deputy Director of Training (General) gave a polished performance on this important subject. Again we felt that perhaps more emphasis should have been given to what is done by persons in the various offices of the Agency rather than stressing too much the substantive evaluation of the items of information.

d. THE DCI'S MESSAGE

In dividing his time between remarks and questions and answers, the Director of Central Intelligence gave adequate opportunity for persons to ask him all types of questions. As during the last course, he again covered a vast number of the inquiries in his remarks.

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IV. RECOMMENDATIONS

It is recommended that:

1. We not print the material of [] He contributed nothing of unique character that would be of assistance to the personnel of our Agency.

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2. We attempt to secure a top-notch official from the policy field for the next course. Efforts in this direction should be exerted now by our Director of Training. This commitment would enable us to plan in most orderly fashion for all other parts of the Twelfth Course.

3. We get Mr. Richard Scammon back on the program to cover OVERT COLLECTION. Mr. Howe will not feel offended by this action since his normal work for Mr. Armstrong on the IAC keeps the schedule very tight and Mr. Scammon is recognized in the State Department intelligence organization as the man who possesses good platform ability.

4. We recognize the stature of Mr. [] which in the past few months has been raised in our Office of Collection and Dissemination. Joe has had many years of experience in this field. In fact, he has grown up in the collection field. Thus, it would be appropriate for us to smoke out the possibility of using him instead of Colonel [] I feel that he would do much credit to our program.

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5. We secure the services of Mr. Robert Amory again. Though we appreciate the help of Mr. Kent, we will run into no problem in securing Mr. Amory if his in-town schedule permits. He wanted to be with us on this occasion but stated that his military leave made it impossible

6. We discuss with our Deputy Director of Training (General) his reactions to doing the CURRENT INTELLIGENCE part of the program which he handled in masterful fashion in the past. If he is agreeable to this approach,

7. We secure Mr. James Reber, AD/OIC, to handle the subject, INTELLIGENCE IN ACTION.

8. Although Abbot Smith did a most commendable job, we should probably consider the benefits that might be achieved by securing the services of other members of the Board of National Estimates. In the Office of Training we should not want the Board members to get the impression that Abbot Smith has a niche in expressing their philosophy of work.

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9. Even though we recognize the entertainment value of [redacted] unique performance, perhaps we should consider securing someone from within ONE or OCI who has more current and meaty material on the [redacted]

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10. We invite the Inspector General, Mr. Lyman Kirkpatrick, to appear on the next course. Our Director of Training might want to issue this invitation as soon as possible. A most appropriate spot would be right before the DCI gives his message on the Fourth Day which would enable the Inspector General to remain for this part of the program. If this is done, the subject, INTELLIGENCE IN ACTION might well supplant the [redacted] on our next course.

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V. APPRECIATION

1. To the Director of Training and the Deputy Director of Training (General) go our sincere thanks for the cooperation and support which brought success to our efforts. Though they do not ask for our thanks, we are aware that without their aid the planning and implementation of such a program as this could fall flat.

2. Though we are sorry that Miss [] has left us, we are indebted to her and to her new bosses for allowing her to be with us during the Eleventh Course. She has broken in her replacement, Miss [] who now becomes a member of our new Orientation team. Again Mr. [] did a yeoman task in the multitude of procedural items which went into the planning of the course. His ability to corral help from offices throughout the Agency while he is simultaneously turning down requests for additional slots shows his ability to deal with people successfully. As on previous occasions, [] maintained a degree of equilibrium during the hectic weeks of drafts, redrafts, flaps and the seemingly unavoidable items which always come up during the weeks prior to the actual course. We are fortunate to have such people as these in our Orientation and Briefing Division.

3. From what we have heard, this will be the last time we will have an opportunity to thank Mrs. [] for her "last ditch" calls to persons on the program. In wishing Mary success we hope that we may be able to find someone upon whom we can rely to do this very important task in the future.

[]
Chief, Orientation and Briefing Division

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